

75-1280/2

1 MAY 1978

MEMORANDUM FOR: Deputy Director of Central Intelligence  
VIA : Deputy Director for Administration  
SUBJECT : Strengthening the Coordination Process

1. Attached responds to your charge on Wednesday.

2. At the risk of being tiresome, we three felt that, in part at least, you and we were talking past each other. The attached will tighten document control; it is a minimum and logical step. But the real question is how the Community and Agency roles mesh -- and how all relevant pieces are addressed, both as to planning and packaging. We suspect that you will, in fact, need more help than an expanded document controlling Secretariat, so we opted for more.

[Redacted Signature]

Chairman  
Coordination Task Force

Attachment:  
As Stated

STATINTL

STATINTL Distribution:  
Orig - Addressee via DDA  
1 - DDA  
1 - [Redacted] )  
1 - [Redacted] (O/COMPT)  
1 - [Redacted]  
STATINTL 1 - [Redacted] no

OIG: [Redacted] :jw/4470 (8 May 1978)

DRAFT

MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for Operations  
Deputy Director for Science & Technology  
Deputy Director for Resource Management  
Deputy Director for Collection Tasking  
Deputy Director for National Foreign Assessment  
Comptroller  
General Counsel  
Inspector General  
Legislative Counsel  
Director of Public Affairs  
Director, Equal Employment Opportunity

FROM : Stansfield Turner  
Director of Central Intelligence

SUBJECT : Strengthening the Coordination Process

1. In my Report on the Intelligence Community. . . January 1978, I stated that, in addition to managing the day-to-day activities of the Agency, the DDCI will act as my deputy in my capacity as head of the Community and intelligence advisor to the President. On 17 March 1978, I signed a Delegation of Authority to the DDCI, conveying all authorities vested in me as Director of Central Intelligence and as head of the Central Intelligence Agency. At the 4 April Staff Meeting, I asked that all paper bearing on policy, operations, or administration (as opposed to substantive intelligence) be forwarded through the DDCI.

2. To ensure that my intent is carried out, it is necessary to ensure clean lines of communication exist, are understood and used. Simply stated, the line of communication between you and me is through the DDCI. I believe ambiguity exists with regard

to coordination and record control of papers. Key to ensuring that the DDCI and I are properly and currently informed and consulted is the role of the Executive Secretariat.

3. The Executive Secretariat is the channel for document flow to the DDCI and myself. Exceptions involving items handcarried directly to me or the DDCI should be held to the absolute minimum required by special sensitivity or truly tight time constraints. Documents in the latter category will be put in the system at the earliest opportunity. The fact of existence of a particularly sensitive document will be reflected by a document number in the index, without reflection of the sensitive content. It is the responsibility of the author of such paper to ensure that a reference is included in the system. The DDCI and I will, ourselves, reinforce the discipline of the system by putting documents received outside of the system, back into it, usually without taking action until the proper coordination has occurred.

4. The Executive Secretary will ensure that all affected parties have the opportunity to participate in the development of recommendations to the DDCI and myself. He will assign action responsibilities and follow-through to make sure that deadlines assigned are met. The coordination process will include identification of dissenting views, whether incorporated in the basic document or in correlative and accompanying correspondence. It will also include appropriate indication of all those components which have participated in the process on any given document.

5. The Executive Secretary will ensure appropriate coordination among the six deputies for all SCC agenda items. This group of documents requires particular attention.

6. The Executive Secretary will take whatever procedural and reorganization measures are necessary to improve the responsiveness of the system, of which the Executive Registry is an integral part.

7. To broaden the scope of professional experience in the Secretariat and to enhance the breadth of Agency and Community expertise affecting the coordination process, I have authorized a small increase in staff for the Secretariat. My intent, in this addition, is not only to assist the DDCI in his Agency management role but also to improve the qualitative level of the coordination process between the Community and the Agency deputies.

8. Finally, our collective mission will only be as successful as the quality of our cooperative effort. I am confident that each one of you will help to make the system work for us.

STANSFIELD TURNER

☐ UNCLASSIFIED☐ INTERNAL  
ONLY☐ CONFIDENTIAL☐ SECRET

Approved For Release 2001/09/01 : CIA-RDP81-00142R000300020011-8

SUBJECT: (Optional)

Strengthening the Coordination Process

DD/A Registry

78-1280/2

FROM:

Chairman, Coordination Task Force  
6E19 Hqtrs. Bldg.

EXTENSION

4470

NO.

DATE

8 MAY 1978

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across columns after each comment.)

1.

DDA

7D18 Hqtrs. Bldg.

8 MAY 1978

2.

3.

DDCI

7E12 Hqtrs. Bldg.

4.

5.

6.

7.

To 3 DD/A Registry  
Frank, File 04M-1  
For what it is worth, I agree with Chuck's observation in the first sentence of the second paragraph. I left that meeting with the feeling that there was something to discuss that never got surfaced.

9 MAY 1978

STATINTL

"To 3

"Frank,

"For what it is worth, I agree with Chuck's observation in the first sentence of the second paragraph. I left that meeting with the feeling that there was something to discuss that never got surfaced. /s/Jack Blake"

DDA:JFBlake:kmg (8 May 78)

Distribution:

Orig RS - DDCI w/Orig of Att(by hand)

X - DDA Subj w/cy of Att

1 - DDA Chrono

1 - JFB Chrono

Att: Memo dtd 8 May to DDCI via DDA fr Chmn,  
CTF, subj: Strengthening the Coordination Process  
(DDA 78-1280/2)

14.

15.

FORM  
3-62

610

USE ONLY  
EDITIONS

Approved For Release 2001/09/01 : CIA-RDP81-00142R000300020011-8

☐ SECRET☐ CONFIDENTIAL☐ INTERNAL  
USE ONLY☐ UNCLASSIFIED

Approved For Release 2001/09/01 : CIA-RDP81-00142R000300020011-8

TRANSMITTAL SLIP		DATE
TO:		Mr. Blake
ROOM NO. 7D18	BUILDING	Hqtrs.
REMARKS:  Jack: Reaction appreciated to both the draft letter for DCI signature and my draft transmittal to the DDCE.  Chuck		
FROM: [REDACTED] OIG		
ROOM NO. 6E18	BUILDING	EXTENSION 4470


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STATINTL

DRAFT

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Chairman  
Coordination Task Force

STATINTL

MEMORANDUM FOR: Deputies [and Independent Office heads ?]  
SUBJECT : Strengthening the Coordination Process

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STANSFIELD TURNER